

Planning for Growth in a Disrupted World

Kae Arima

Tom Peff

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Webinar Features and CPE Credit

Q&A

Asking Questions



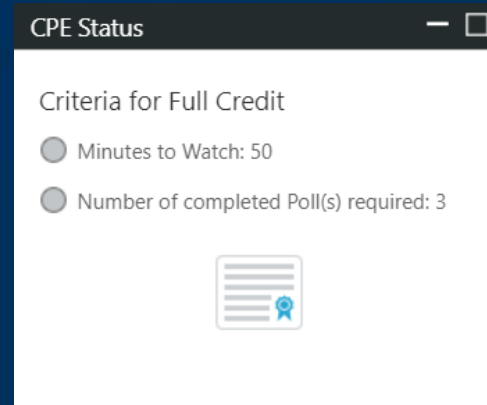
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Moderator

Steve Shannon

**Director of Partnership Marketing,
Business Development**

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Featured Presenter

Kae Arima
Vice President of Finance
Workday



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Kae Arima's Biography

- Kae Arima is vice president of Strategic Planning Finance at Workday, where she leads Long Range Planning and M&A Finance. Prior to her current role, Kae led the Product & Technology finance teams and served as an advisor to the Finance Enablement team responsible for driving automation initiatives. She has a passion for innovation in the field of finance and managing teams in challenging, dynamic environments.
- Prior to joining Workday, Ms. Arima's experience spanned roles in FP&A, channel sales, ISV alliances, and corporate development at various enterprise technology and internet services companies. Kae holds dual Bachelor's degrees in Business Administration and Psychology from the University of California, Berkeley, and an MBA from The Wharton School at the University of Pennsylvania.

Featured Presenter

Tom Peff
Senior Principal, Product Marketing
Workday



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Tom Peff's Biography

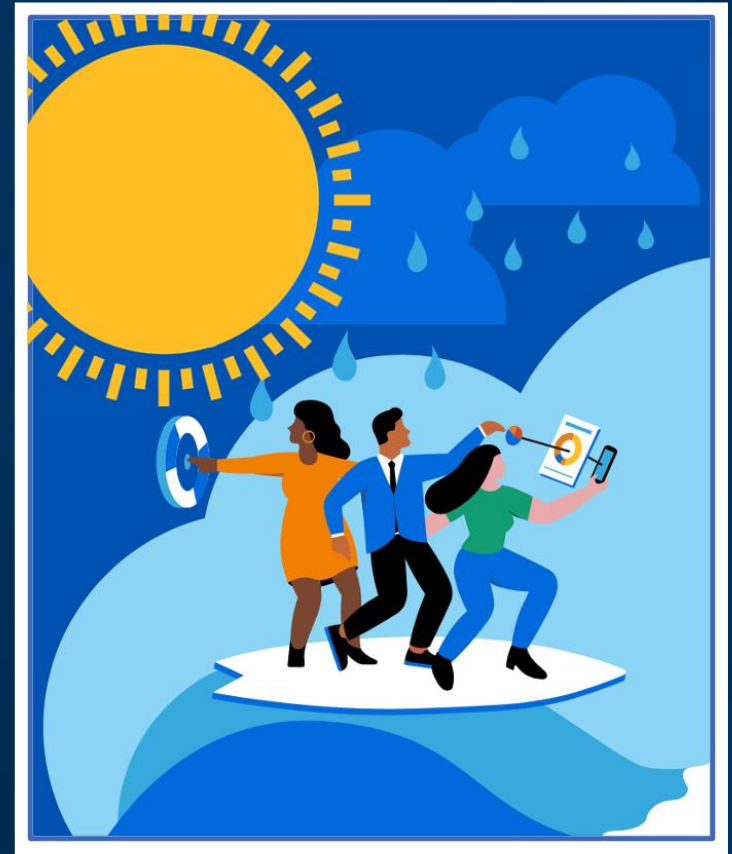
- Tom Peff is Director of Product Marketing at Workday, previously Finance Director for Adaptive Insights. He has over 15 years' experience in financial, operational and principal investment roles at both early and late-stage companies.
- Tom holds a BA in Economics and Finance from Princeton University.

Learning Objectives

1. Recognize how modern planning can unlock the ability to continually anticipate change and quickly operationalize a coordinated response at scale to grow, even in this changing world.
2. Explain the value of rolling forecasts and what-if scenario planning in helping finance become a dynamic strategic advisor to the business—providing incisive, future-facing insights that can improve everyday decision-making across the whole organization.
3. Define the new acronym VUCA: Volatility, Uncertainty, Complexity, and Ambiguity.
4. Discuss how scenario planning can be a valuable tool in empowering finance teams to see all possible strategic options and take actions accordingly.

Agenda

1. Introduction
2. Continuous Planning
3. Workforce Planning
4. xP&A
5. Conclusion
6. Key take away



Navigating the Changing World

Supply and Demand
Disruptions

Cash Flow
Management

Remote Workforce



Realistic and detailed extended financial forecasting is a key tool in navigating this uncertainty and informing the required leadership actions.

Deloitte



An Environment Characterized by Acute VUCA

Volatility

Uncertainty

Ambiguity

Complexity

Tight labor market, supply
disruption and inflation forces
are putting budgets at risk



Frequency of Forecasts

2019 (% of Organizations Responding Frequency of Forecast)



2020, 2021 Expected



* <https://www.afponline.org/publications-data-tools/reports/guides/fpa/Detail/scenario-planning/>



Poll Question 1:

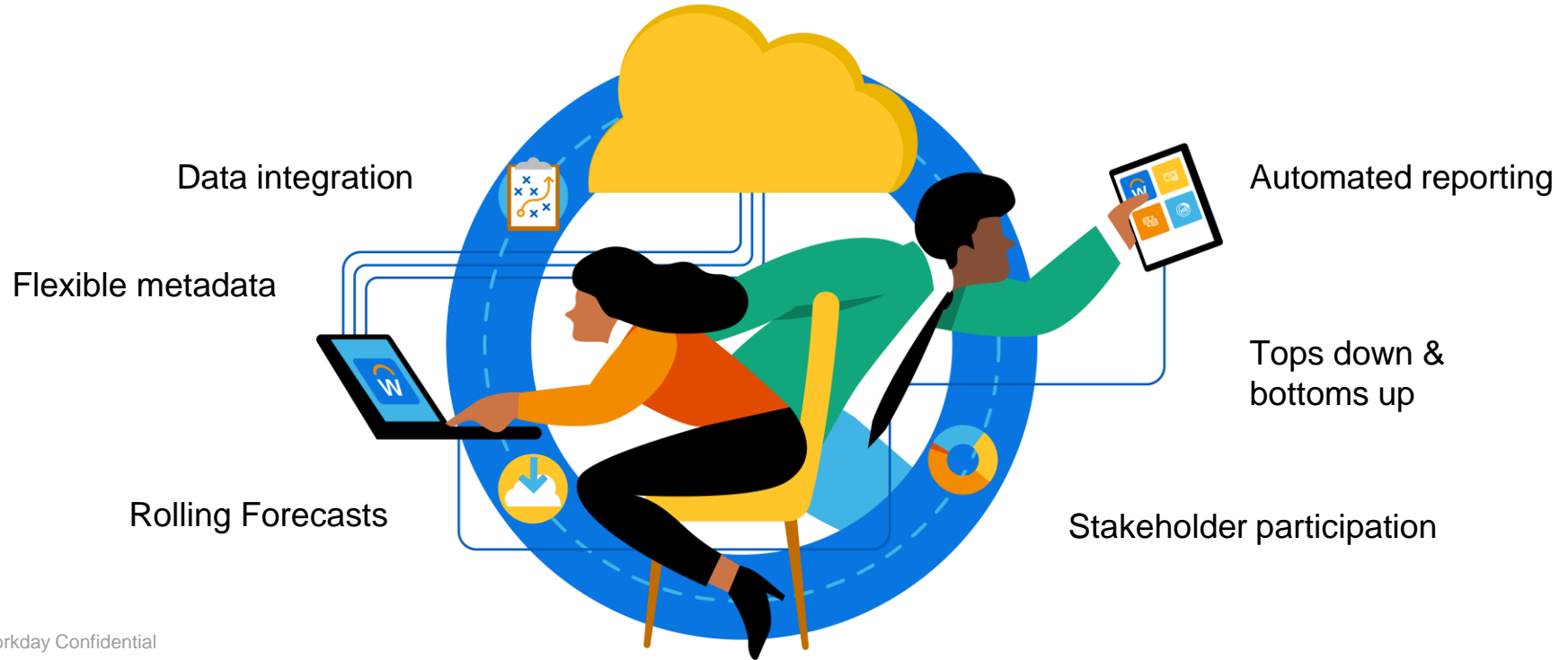
Where has your planning been impacted the most?

- a. Cadence – reforecast frequency
- b. Data – metrics (forward BS, cashflow) or severity
- c. Metadata – dimensions, channels, segments, products
- d. Method – tops-down, ‘zero-based’, initiatives, range of outcomes
- e. Collaboration – budget participation and operational plans
- f. All of the above
- g. Somewhere else

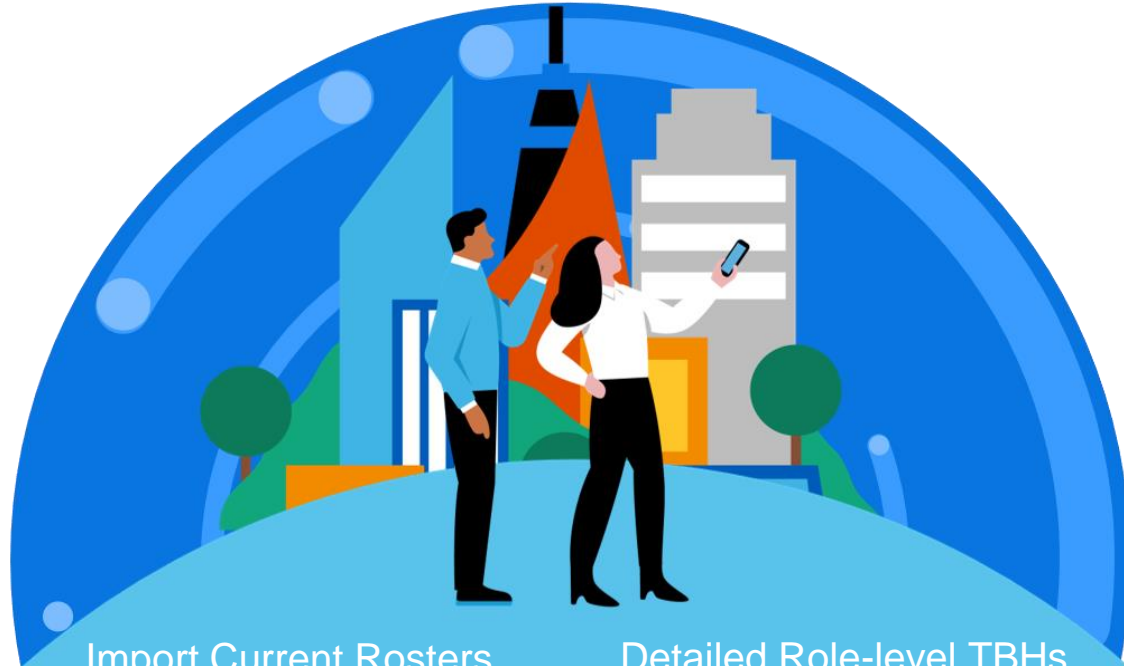
Poll Question 1 Results: (Placeholder)

Continuous Planning

Survival of the Fastest...err, Most Agile



The Art of the Rolling Forecast



Import Current Rosters

Detailed Role-level TBHs

Multiple What-if Scenarios

Workforce Planning

Poll Question 2:

My biggest 'People Planning' worry is...

- a. Location strategy – remote, hybrid, return
- b. Compensation – wage inflation, compression, COLA adjustments, spot bonuses
- c. Head count – inability to fill roles timely or can't keep folks we need
- d. Planning process – technical ability to forecast and reconcile
- e. All of the above
- f. Something else

Poll Question 2 Results: (Placeholder)

Location Strategy – Tectonic Shift in Work

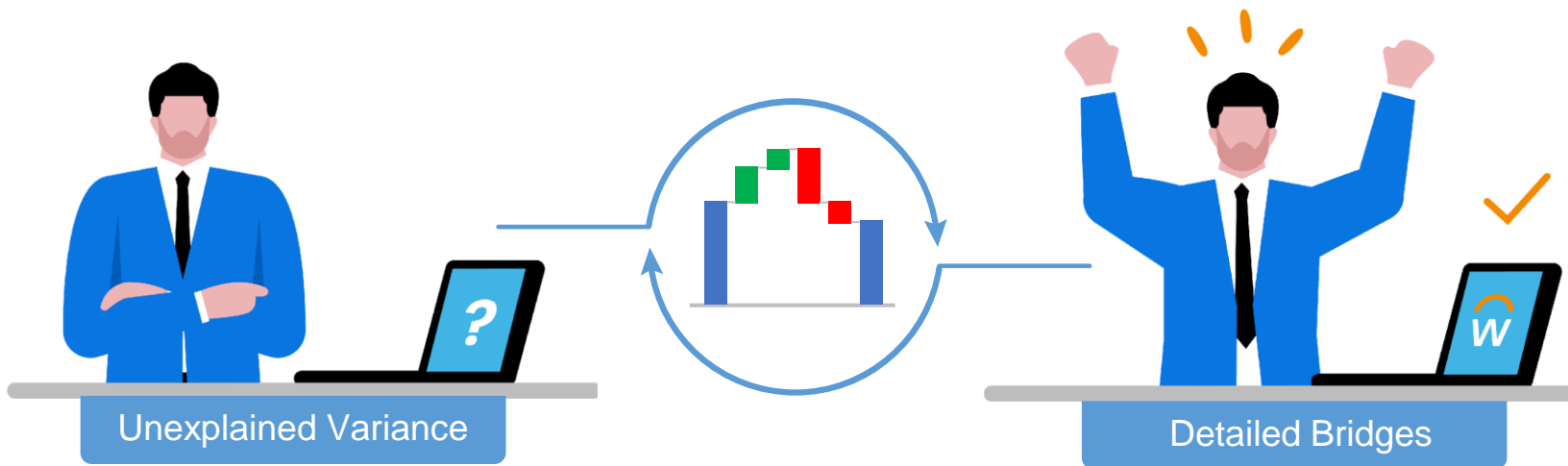


Remote / Hybrid
Wage Compression
Employee Sentiment
Attrition
Travel



Headcount Reconciliation

Explaining Actuals vs. Plan



Poll Question 3:

How long does it take you to reconcile headcount?

- a. Hours
- b. Days
- c. Week(s)
- d. Don't even bother

Poll Question 3 Results: (Placeholder)



Use Case
Example

Workforce Planning

Company-wide Planning



By 2024, 70% of new financial planning and analysis projects will become extended planning and analysis (xP&A) projects, extending their scope beyond the finance domain into other areas of enterprise planning and analysis.

Gartner 2020 Strategic Roadmap for Cloud Financial Planning and Analysis Solutions, Robert Anderson, John Van Decker, 21 February 2020

Planning is a
company-wide
exercise



Financial Planning

- Planning, Budgeting & Forecasting
- Profitability modeling
- Scenario planning
- Strategic planning
- Financial and management reporting

Sales Planning

- Territory
- Account segmentation
- Quota
- Capacity
- Sales forecasting

Marketing Planning

- Campaigns and programs
- Trade promotions
- Scenario planning
- Conversion rates
- Market expansion

Workday Confidential



Workforce Planning

- Headcount & cost
- Skills capacity plans
- Talent acquisition
- Compensation plans
- Retention programs

Operational Planning

- Demand Forecasting
- Detailed SKU/item level planning
- Call center volumes
- Foot traffic, store unit economics
- Grant and student planning

IT Planning

- Project planning
- Server capacity
- Hardware, software
- CapEx & investment
- Capacity planning

Poll Question 4:

The xP&A area we're focusing the most attention on is...

- a. Financial – LRP, Initiatives
- b. Sales / Demand
- c. People / HR
- d. Operational
- e. IT / Capital

Poll Question 4 Results: (Placeholder)

Questions and Answers



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Thank You to Our Featured Presenters!



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 - Click the “CPE” icon at the bottom of your console
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 - Click the link in your post-event e-mail
- ▶ Please print a copy of the CPE certificate for your records.
- ▶ Your CPE credit will be automatically recorded in your transcript.

Thank you!

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